

## HQJOC JOINT AND COMBINED TRAINING AND CERTIFICATION CONCEPT OF OPERATIONS

### References:

- A. Defending Australia in the Asia Pacific Century: Force 2030, Defence White Paper 2009
- B. Adaptive Campaigning – Future Land Operating Concept (FLOC) of 17 Apr 09
- C. Maritime Future Operating Concept, (MFOC)
- D. Joint Amphibious Capability Implementation Plan (JACIP) of 17 Jun 08
- E. Australia's Amphibious Concept (AAC) Version 3 of 7 Mar 08
- F. COSC endorsed Joint Concept for Entry Operations of 27 Nov 05
- G. Joint Project 2048 Phase 4A/4B
- H. Amphibious Deployment and Sustainment systems – Landing Force CONOPS Version 2.0
- I. The Future Air and Space Operating Concept (FASOC), AAP 1000–F, March 2007
- J. Program of Major Support Activities
- K. The Joint and Combined Training Capability CONOPS – The Way Ahead (draft) Sep 11.

### PURPOSE

1. The purpose of this document is to provide guidance for the development of a Joint and Combined Training and Certification Concept of Operations, which aligns with Government Defence Policy and the delivery of major Defence capability over the coming 4-6 years and beyond. This document describes a vision for an enhanced Joint Combined Training Capability (JCTC) within HQ JOC, which will oversee and enable a greater utilization of Live, Virtual and Constructive training environments for future joint training; nested with planned major Defence training activities over the coming 5 years; culminating in a Joint and Combined certification of HQ Joint Australian Amphibious Forces (HQ JAAF) during Exercises Talisman Sabre 2017. This document directs HQ JOC to lead the development and synchronisation of the necessary training outcomes needed for HQ JAAF modelled upon the Australia's Amphibious Concept (AAC) and subordinate concepts for certification in 2017. The establishment of a regular biennial certification activity; supported by subordinate annual certification activities; linked to major joint and combined exercises, will facilitate in the enhancement to operational capability, confirm joint procedures and doctrine, and identify strategic capability deficiencies in the short and longer-term.

### BACKGROUND

2. Ref A determined that Australia's defence policy should continue to be founded on the principle of self-reliance in the direct defence of Australia. Government defined this as meaning that the ADF must have the capacity to: act independently where our unique strategic interests are at stake; lead military coalitions where we have shared strategic interests at stake with others; and make tailored contributions to coalitions where we share wider strategic interests with others.<sup>1</sup>

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<sup>1</sup> *Defence White Paper 2009 (WP09)* – paras 6.16-6.17.

3. Government also determined that to guide Defence planning, the primary focus for the ADF was on tasks in Australia's immediate vicinity defined as the Primary Operational Environment (POE).<sup>2</sup> The vast size of the POE places extra emphasis on the need for situational awareness and the ability to operate with decisive effect across the POE. This has therefore led Government to determine that the ADF must be expeditionary in orientation at the operational level, and must have the requisite force projection capabilities to enable the achievement of this orientation.<sup>3</sup>

4. HQJOC is entrusted with the operational command of all assigned operations on behalf of the Government. JOC will take a greater role in the developed and execution of joint, combined and interagency training activities as part of the ongoing Program of Major Support Activities (PMSA) to ensure that assigned forces are capable of executing major high scale warfighting activities in accordance with government policy.

5. Australia's Amphibious Concept (AAC) articulates the ADF aspiration for the development, acquisition, education, training and employment of Australia's future amphibious warfare capability in order to meet Government guidance in Defence White Paper 2009 (DWP 09). Specifically, the AAC focuses in particular on the Amphibious Deployment and Sustainment (ADAS) System represented by Joint Project 2048 (JP2048).

6. Employing an ADF amphibious capability to its full potential requires a concept which complements and synchronises Future Maritime; Land; Air and Space; and Special Operations Concepts (FMOC, AC-FLOC, FASOC and FSOC<sup>4</sup>) under the broader Future Joint Operational Concept (FJOC). Furthermore, the AAC and corresponding delivery of capability under JP2048 Phase 4A/4B, will allow the realisation of other critical capabilities such as Land 125, Airborne Early Warning and Control (AEW&C) (Project Wedgetail), KC-30A Multi-Role Tanker Transport (MRTT) capability and validate Army's Amphibious Landing Force Concept of Operations.

7. The delivery of an expeditionary amphibious capability for Government is a significant undertaking. This will require the synchronisation and coordination of numerous Defence Projects and separate single service concept of operations. Figure 1 highlights the numerous influences on the establishment of the future Amphibious capability for Defence and how the Joint Force will evolve over time to achieve a common certification framework in accordance with external influences.

8. The existing PMSA provides the necessary resources and scheduling of major assets to achieve a common certification outcome. The intent is to use existing resources more efficiently, blending what has previously been a predominately single service training events into a coherent joint and combined/interagency training program.

9. Assigned forces for exercises will be expected to train as they will fight; as a Joint and Combined/Interagency force at all times, not just during one major exercise every few years. The utilization of the existing PMSA and scheduled events, with a greater degree of joint and

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<sup>2</sup> WP09 para 6.38. The POE extends from the eastern Indian Ocean to the island states of Polynesia, and from the equator to the Southern Ocean. That area contains all Australian sovereign, offshore and economic territories, such as Cocos (Keeling) Islands, Christmas Island, Heard and McDonald Islands, Macquarie Island, Norfolk Island and also waters adjacent to the Australian Antarctic Territory.

<sup>3</sup> WP09 – para 6.42.

<sup>4</sup> To be Issued

combined focus, will also contribute to the attainment of critical cost saving measures as part of the Strategic Reform Program.

### CONCEPT OF OPERATIONS

10. Between 2012 and 2017, a series of exercises building upon the AAC and along single service lines developing into a joint force for certification on Ex Talisman Sabre 2017. From 2012 forces will be assigned to HQ JOC for the conduct of joint and combined training under the control of HQ JAAF as a series of progressively more capable amphibious support exercises. The Australian Amphibious Concept will provide the framework for these exercises, set within a Talisman Sabre war fighting scenario. Joint Doctrine will be used to guide the interaction of joint and combined forces and where necessary modified and updated before the next Biennial certification activity. Single service CONOPS will be enhanced and modified for their role in

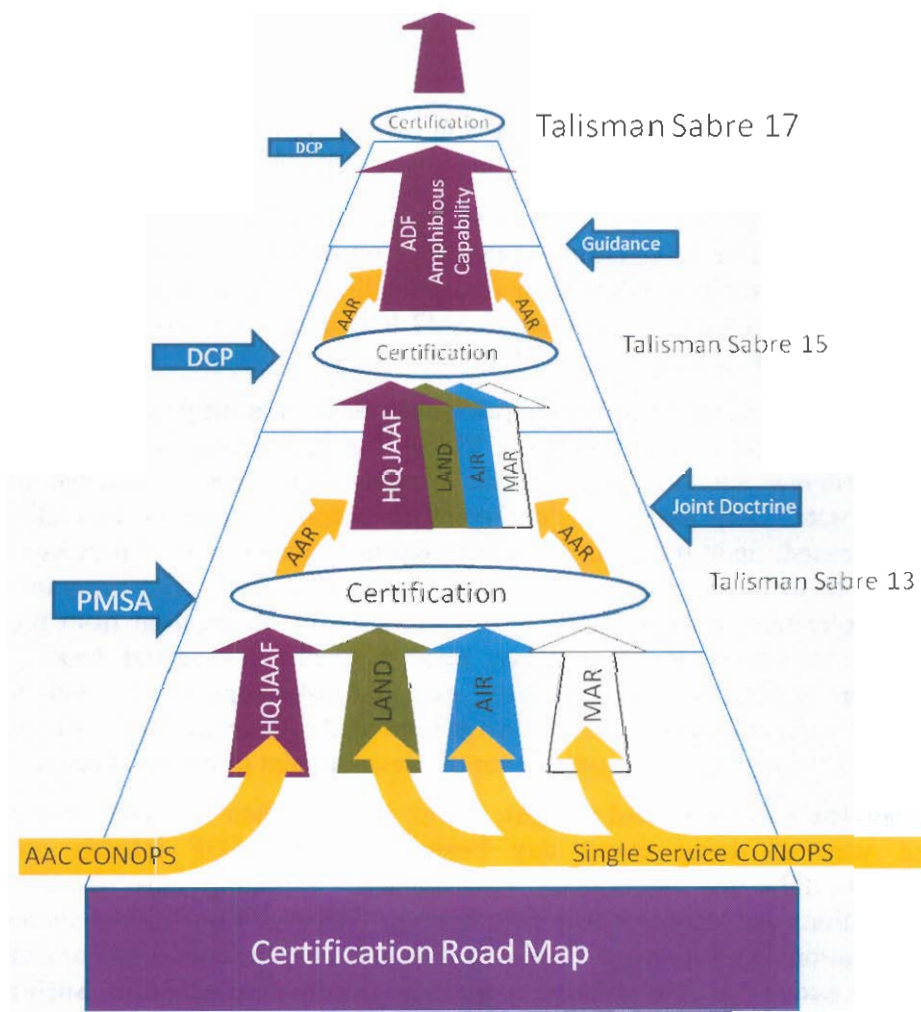


Figure 1. ADF Training and Certification CONOPS

the AAC and exercised through the PMSA as each service moves towards the attainment of a common joint understanding on their role in the AAC, with HQ JAAF taking the lead in the development of the Amphibious capability for Defence. As successive DCP amphibious capability is realised, HQ JAAF takes a greater and expanded role in the synchronisation and

orchestration of amphibious activities in the ADF, oversee by HQ JOC. The Joint and Combined Training Centre assists HQ JAAF achieve their training outcomes through the enhancement, development and conduct of Live, Virtual and Constructive training. JCTC will build on and strengthen existing MOUs with regional coalition partners, especially US PACOM, who will facilitate in the conduct of certification for HQ JAAF and HQ JOC. JCTC will also develop and conduct higher level joint training for two and three star JTF HQ Commanders and their staff. The end-state for the Training and Certification CONOPS for HQJOC is that the AAC and HQ JAAF develop the ADF's Amphibious capability, in line with DCP capability and strategic guidance, nested within a biennial certification activity conducted during the Ex Talisman Sabre series, assisted by specialist staff from US PACOM where necessary. This end state will involve the single services identifying and managing their respective certification activities between 2012 and 2017 for the development of a joint and combined certification activity in Talisman Sabre 2017.

## OBJECTIVES

11. The following objectives are to be adhered to during the development of the Joint and Combined Training and Certification System:

a. **Joint Doctrine.** Joint Doctrine is to be the basis for the conduct of all joint training activities. Joint doctrine establishes the guidance on how best to employ capability to achieve strategic ends and provides a common understanding on how capability is to be employed. Where there are deficiencies in joint doctrine, J7 JOC in concert with the respective services are expected to rectify this within a 24 month training cycle.

b. **Move from Events Based to Requirement Based training system.** Many of the current training events scheduled on the PMSA are historically based without having had a fundamental review and alignment of the training objectives to achieve the Government's strategic end-state. My aim is to 'operationlise training' ensuring that all joint training is requirements based; upon the units/formations defined mission essential tasks. Furthermore, all joint training is to have a formalised After Action Review (AAR) program put in place to oversee the collection, dissemination and rectification of observation from the activities, with evaluation of training being undertaken against specified essential tasks. All assigned units/formations are expected to have their essential tasks approved by their respective higher formation HQ and reviewed annually. Alignment to the attainment of major warfighting tasks within an AAC is to be used as guidance for the development of essential tasks.

c. **Train the way we intend to fight.** This is more than a cliché, and must become an embedded way of doing every day business. The ADF intends on fighting in a Joint/Coalition/Multi and Interagency environment. Training must therefore be based on realistic conditions and standards and include Live, Virtual or Constructive forces to replicate the expected operational environment. Training is to resemble the conditions of actual operations to the maximum extent possible and use operational information networks, such as CENTRIX or equivalent systems. The ADF must move beyond simply deploying barracks IT Systems in the field, which are not compatible with our Coalition partners and embrace modern Command and Control Systems that are able to interface in future Coalitions environment.

d. Joint Combined Training Centre (JCTC) is the central ADF agency responsible for the development and management of a Live, Virtual and Constructive training framework in order to achieve the most realistic training environment possible. JCTC will exploit existing US/UK/CA

military contacts and MOUs in order to maximise the use of available coalition opportunities. Where necessary, ADF ranges will need to be upgraded/enhanced to accommodate this more robust approach to training. Where necessary, and using our existing MOU with US PACOM, JCTC will coordinate the delivery of training of senior JTF HQ and their commanders to ensure that all levels of command are exercised and trained.

e. **Commanders are to take personal involvement in training and capability development.** Commanders are the primary trainers of their respective force and are expected to be fully involved in the development and execution of their respective training outcomes. Commanders are also expected to be involved in the AAR process and take ownership of remedial action arising from deficiencies identified.

f. **After Action Review Culture.** The ADF needs to continue to enhance the way we learn from operational lessons. As part of all major exercises, formal AARs are to occur. Commanders are to ensure that lessons identified from the AAR process have a formal action plan implemented to remedy deficiencies highlighted within a 24 month training cycle, with this action plan back-briefed to the HQJOC J7 as part of post activity reporting cycle. Where ADF resources are not sufficient or operational tempo precludes, commanders should explore the use of external agencies, such as contractors, to oversee the conduct of the AAR and remedial action plan to achieve a 24 month period.

## REQUIREMENTS

12. The ADF is strategically well placed to capitalize on an expected renewed focus by the US military towards the Asia Pacific, as they gradually commence their withdrawal from Afghanistan. It is expected that an increased US military training presence in Australia will enable greater opportunities for the ADF to undertake combined training.

13. Figure 2 details a concept for how single services will utilise the PMSA along environmental boundary's to identify certification opportunities in the lead up to biennial certification events. As the joint force moves towards the ADF amphibious capability certification in Talisman Sabre 2017, single services would be expected to have completed their own respective certification events and have these capabilities certified as part of a formalised JCTC AAR and review process during Talisman Sabre 2013 and 2015. Specific requirement are:

14. **HQJOC** is to:

a. Create an enhanced Joint Combined Training Centre (see Reference K) to oversee the management of all category 1 simulation ranges and to conduct Joint/Combined Live, Virtual and Constructive training to support the certification and validation of HQ JOC and HQ JAAF, as part of a biennial Talisman Sabre exercises series, culminating in the certification of the ADF Amphibious Capability on TS17.

b. Work with HQ JAAT and Joint Amphibious Capability Implementation Team (JACIT) to synchronise single service training and certification plans to achieve joint and combined certification on Talisman Sabre 2017;

c. Conduct a review of existing Joint mission essential tasks involved in the AAC and ensure these task are aligned with agreed amphibious concepts of operations and capability requirements, across all service and agencies;

d. Using JCTC, develop a plan for an enhance LVC training continuum for the development and ongoing training of the AAC and HQ JAAF construct, in concert with existing agreement with US PACOM and other international training and certification events;

e. Using JCTC , develop a training and certification plan assigned JTF HQ Commanders and Staff

f. Seek Service Chief's endorsement to 'operationalise training' through the use of force assignment of single service capabilities for joint and combined training events, including their preparation and planning stages. Single Service will be requested to force assigned capabilities to HQ JOC in support of HQ JAAF certification activities;

g. Develop individual and collective training plan for the certification of the following HQ JOC staff function as part of Ex TS 17;

- i. Operations;
- ii. Plans;
- iii. Targeting;
- iv. ISR Collection, Coordination and Dissemination to the strategic, operational and tactical levels;
- v. Whole of Government and Interdepartmental planning and crises management; and
- vi. The conduct of concurrent real-world operations, with simultaneous contingency planning and execution of Ex TS 17.

h. Plan and Execute Ex TS 17.

15. **Land Component** (including Special Operations) is required to:

a. Develop their respective training concepts that progressively build capability, synchronized with the delivery of capability from the DCP, through a certification process for culmination on Ex Talisman Sabre 2017;

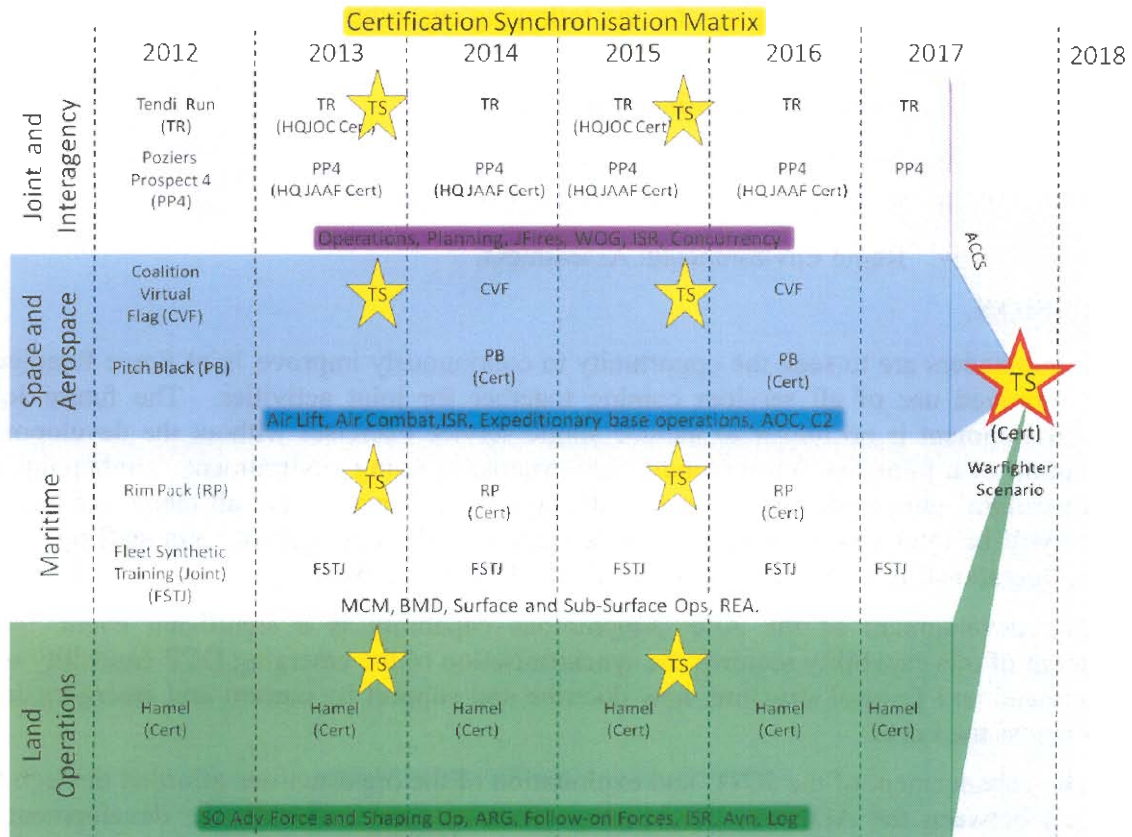
b. Undertake certification activities during Ex Hamel each year as part of a biennial certification plan focused on Talisman Sabre;

c. Develop specific training plans for the following capabilities in line with para 15 A and the ACC for certification on ex TS 17:

- i. Special Operations Shaping and Advance Force Operations,
- ii. Amphibious Ready Group,
- iii. ISR capability in support of AAC,
- iv. Logistics capabilities in support to AAC, and
- v. Aviation capability in support to AAC.

16. **Air Component** is required to:

- a. Develop their respective training concepts that progressively build capability, synchronized with the delivery of capability from the DCP, through a certification process for culmination on Ex Talisman Sabre 2017;
- b. Undertake certification activities during Ex Pitch Black each year as part of a biennial certification plan focused on the Talisman Sabre;



**Figure 2. Training and Certification Matrix**

- c. Develop specific training plans for the following capabilities in line with para 16 A and the ACC for certification on ex TS 17:

- i. Air Lift capability,
- ii. Air Combat capability,
- iii. ISR,
- iv. Expeditionary base operations,
- v. Air Operations Centre Operations, and
- vi. Command and Control of Air assets.

17. **Maritime Component** is required to:

- a. Develop their respective training concepts that progressively build capability, synchronized with the delivery of capability from the DCP, through a certification process for culmination on Ex Talisman Sabre 2017;
- b. Undertake certification activities during Ex Rim Pac each year as part of a biennial certification plan focused on Talisman Sabre;
- c. Develop specific training plans for the following capabilities in line with para 17 A and the ACC for certification on ex TS 17:
  - i. Mine, Counter-Mine operations,
  - ii. Ballistic Missile Defence,
  - iii. Surface and Sub-Surface operations, and
  - iv. Rapid Environmental Assessment.

## CONCLUSION

18. Commanders are to seek the opportunity to continuously improve Joint Force Readiness through improved use of all services coming together for joint activities. The future Joint training environment is no longer to include single service exercises without the development and execution of a joint live, virtual and/or constructive training environment. Embracing the 'train as we fight' philosophy and 'operationalising training' ensures that all major exercises in the future will be joint and/or combined. This extends to the deployability and staffing of our Joint and Operational HQ through the HQ JAAF and DJFHQ models.

19. The development of the ADF Amphibious capability is a significant event. The development of this capability requires the synchronisation of the emerging DCP capability with new Command and Control structure, new doctrine and support by current and emerging Joint enablers across the Force.

20. The enhancement of the JCTC and exploitation of the opportunities afforded through the agreements between the ADF the US Military (Pacific) combined with the development of focused single service certification events building to a complete certification of the ADF amphibious capability on TS 17 will create a powerful training capability to sustain the ADF ability to undertake amphibious operations well into the future.